

## **EXECUTIVE SUMMARY**

The Virginia Department of Taxation entered into a Public Private Partnership with CGI-AMS, Inc. (formerly American Management Systems, Inc.) to reengineer our business processes and leverage appropriate technology to enable business success. This benefits-funded modernization project has resulted in significant operational improvements and customer service improvements, including entirely new customer services, taxpayer compliance initiatives, new filing channels, a complete modernization of all technology platforms, as well as significant organizational improvements and operational efficiencies. TAX and CGI-AMS crafted this self-funded program to develop a broad range of new technology tools that enabled unprecedented operational performance and new state-of-the-art customer services, and ultimately an additional \$6 million in new revenue deposited monthly into the Commonwealth's General Fund. The TAX/CGI-AMS partnership was not a single technology project, but rather a complex program of nearly forty IT projects that has revolutionized agency operations. The innovative products and services borne by the Partnership Project brought tangible and valuable benefits to TAX and, more importantly, the citizens of Virginia. In addition, a complex and highly visible Tax Amnesty program was added to the scope of the Partnership Project in 2003 and was successfully executed, resulting in an additional \$95 million in amnesty revenue.

The partner relationship between TAX and CGI-AMS has actively allowed for and encouraged the invention of pioneering solutions to business problems in revenue administration, and is a stellar example of the benefits that can be achieved by partnering government with the private sector to bring modern solutions to all citizens. The Partnership was not only self-funded, but results in the ongoing availability of approximately \$72 million in additional revenue each year to fund state services. Most importantly, operational metrics have proven that the initiatives implemented by the Partnership have empowered TAX to become more efficient, to provide a broader range of services to an increasing number of customers, and to create an environment of efficiency that will serve TAX for years to come.